

Performance Motivation Matrix, Beyond Rewards and Recognition: Unraveling the dynamics of Intrinsic and Extrinsic Motivation on Employee Engagement, Commitment, and Retention in Nigeria's Higher Education Sector

Emmanuel O. Agha¹, Emmanuel C. Orakwe¹, Humphrey U. Amanze², Kevin Chukwuoyims³, Confidence C. Opara⁴, Christian I. Agboti¹, Colman K. Ozor⁵, Linus A. Adama³, Kingsley N. Anyanwu⁶, Gabriel O. Udu³, Atukpa Emeka Izekwe⁷, &Charity N. Nwigwe⁷

¹Department of Sociology, Alex Ekwueme Federal University Ndufu-Alike, Nigeria;

²Department of Management, Abia State University Uturu;

³Department of Business Administration, Alex Ekwueme Federal University Ndufu-Alike, Nigeria;

⁴Department of Banking and Finance, Michael Okpara Federal University of Agriculture, Umudike, Nigeria;

⁵Department of Banking and Finance, Alex Ekwueme Federal University Ndufu-Alike, Nigeria;

⁶Department of Business Administration, Kingsley OzumbaMbadiwe University, Ideato Imo State, Nigeria;

⁷Department of Public Administration, Alex Ekwueme Federal University Ndufu-Alike, Nigeria

DOI: <https://doi.org/10.5281/zenodo.22114313>

Received: 15-10-2025

Accepted: 25-11-2025

Published: 22-12-2025

ABSTRACT

This study examines the relationship between intrinsic and extrinsic motivation and their impact on employee commitment at Alex Ekwueme Federal University Ndufu-Alike (AE-FUNAI), Nigeria, with a focus on affective, normative, and continuance commitment. Grounded in Self-Determination Theory (SDT) and Meyer and Allen's Three-Component Model of Commitment, the study addresses the problem of declining employee engagement and retention in the Nigerian higher education sector. The research utilized a cross-sectional survey design, employing a validated questionnaire to gather data from 241 staff members. Results show that intrinsic motivation, driven by personal growth and job satisfaction, significantly enhances affective commitment, fostering emotional attachment and engagement. Conversely, extrinsic motivation, such as financial incentives and job security, predominantly influences continuance commitment, with employees staying due to the perceived costs of leaving. Normative commitment is shaped by both intrinsic and extrinsic factors, supported by organizational culture and transformational leadership. The study concludes that a balanced motivational approach, addressing both emotional and practical employee needs, is essential for improving retention and performance. Future research should explore longitudinal designs and the role of personality traits in motivation-commitment dynamics.

Keywords: Intrinsic motivation, extrinsic motivation, organizational commitment, employee retention, higher education

I. INTRODUCTION

Motivation and organizational commitment are fundamental drivers of employee engagement and organizational success, forming a synergistic relationship that influences productivity and overall performance. Research highlights that motivation is pivotal in enhancing commitment, which in turn drives employees to achieve organizational objectives effectively (Rachman, 2022; Bytyqi, 2020; Agha & Modo, 2018)). This relationship is evident across various organizational settings, where intrinsic and extrinsic motivational factors, such as personal satisfaction, monetary incentives, and recognition, significantly impact employees'

commitment levels (Sibarani et al., 2023; Wirama et al., 2022). The interplay of these factors not only bolsters job satisfaction but also fosters a deeper psychological attachment to the organization, thus strengthening organizational commitment.

The dual nature of motivation—intrinsic and extrinsic—plays a crucial role in shaping organizational commitment. Intrinsic motivation, driven by internal rewards like personal growth, job satisfaction, and a sense of accomplishment, tends to produce a stronger affective commitment. Employees motivated by intrinsic factors are more likely to exhibit an emotional attachment to their work, leading to higher levels of engagement and job satisfaction (Deci, 1975; Fitriyana et al., 2023).

Conversely, extrinsic motivators, such as financial rewards, promotions, and recognition, are essential for addressing immediate needs and enhancing commitment in the short term. Although these external incentives may not have the same long-lasting effect as intrinsic motivators, they remain significant, especially in sectors where monetary compensation and career advancement are key determinants of employee retention (Amabile et al., 1994; Hong-Ngoc, 2023).

Leadership style is another critical determinant of both motivation and organizational commitment. Transformational leadership, characterized by a focus on shared vision, employee empowerment, and personal growth, has been shown to enhance both motivation and commitment by aligning organizational goals with individual aspirations (Bass, 1985; Yukl, 1999). Such leadership not only influences employees' affective commitment by fostering a sense of belonging and emotional attachment to the organization but also strengthens normative commitment, where employees feel a moral obligation to remain with the organization (Syahab et al., 2022; Safrina et al., 2023). In contrast, transactional leadership styles that emphasize rewards and penalties may primarily drive extrinsic motivation, resulting in continuance commitment, where employees stay due to perceived economic benefits or lack of alternatives (Nurhadian, 2023).

Organizational culture further plays a significant role in shaping motivation and commitment. A supportive and inclusive culture can create an environment conducive to intrinsic motivation, thereby enhancing affective and normative commitment. Studies indicate that when organizational values align with employees' personal and professional aspirations, commitment levels rise, leading to improved job satisfaction and reduced turnover (Safrina et al., 2023; Kyaw&Keerativutisest, 2023). Additionally, organizational culture serves as a moderator between job satisfaction and performance, highlighting the intricate relationship between these variables (Syahab et al., 2022).

The different forms of organizational commitment—affective, continuance, and normative—reflect varying degrees of psychological attachment to the organization. Affective commitment, marked by an emotional connection and identification with the organization, is particularly valued for its strong association with job satisfaction, discretionary behaviors, and innovation (Meyer & Allen, 1991; Susanto et al., 2022). In contrast, continuance commitment is often driven by economic considerations, where the costs associated with leaving the organization outweigh the benefits, resulting in lower turnover

but not necessarily enhanced performance (Nurhadian, 2023). Normative commitment, which is based on a sense of duty or loyalty, is strengthened through organizational culture and leadership that prioritize employee development and recognition (Safrina et al., 2023).

In the context of Nigeria, cultural and socio-religious factors play a significant role in shaping motivation and commitment. Local norms, such as family obligations and collective interests, influence how employees perceive their roles within organizations. This cultural perspective suggests that Western models of motivation may not fully capture the complexities of employee engagement in African contexts (Igusi, 2014; Hassan, 2014). Moreover, the intersection of religious beliefs and work-related values adds another layer of influence on organizational commitment, with employees often viewing their work as part of a larger spiritual mission (Ogbe, 2020).

The purpose of this study is to explore the dynamic relationship between intrinsic and extrinsic motivation and their impact on the three types of organizational commitment—affective, normative, and continuance—among employees at Alex Ekwueme Federal University Ndufu-Alike (AE-FUNAI). Analyzing these relationships, the study aims to provide insights into how motivational strategies can be optimized to enhance employee engagement and retention in the Nigerian higher education sector. This article is structured as follows: First, the theoretical framework and literature on motivation and commitment are discussed. The methodology section then outlines the research design and data collection methods. Next, the results are presented, followed by an in-depth discussion of the findings. The article concludes with recommendations for improving motivational practices to strengthen organizational commitment and retain talent in academic institutions.

II. LITERATURE REVIEW

Motivation and Organizational Commitment

Motivation and organizational commitment are two intertwined concepts essential for fostering employee engagement and organizational performance. Research consistently shows that work motivation and commitment are fundamental to achieving organizational goals, with commitment enhancing performance through motivation (Rachman, 2022; Bytyqi, 2020). In various organizational settings, employees' motivation significantly influences their level of commitment, which, in turn, enhances overall productivity. Motivation has been found to have a positive effect on organizational commitment,

which drives employee performance and engagement in several sectors, including the public and private domains (Rachman, 2022). A range of motivational factors, including intrinsic and extrinsic incentives, work environment, and leadership style, have been shown to impact organizational commitment across industries. Intrinsic and extrinsic factors such as job satisfaction, work environment, and leadership have a significant effect on organizational commitment and, subsequently, employee performance (Sibarani et al., 2023; Kustiawan et al., 2022; Wirama et al., 2022).

Several studies emphasize the importance of intrinsic motivation—driven by personal satisfaction, competence, and self-determination—as a key determinant of organizational commitment (Deci, 1975; Wong & Tsang, 1999; Armstrong, 2006). Intrinsically motivated employees tend to exhibit stronger affective commitment because their engagement stems from inherent interest in the work itself (Fitriyana et al., 2023). Extrinsic motivation, such as wages, promotions, and recognition, also plays a significant role in fostering organizational commitment, although its effects may be more short-term and situational (Amabile et al., 1994; Ryan & Deci, 2000). This balance between intrinsic and extrinsic motivators is particularly critical in sectors like banking and public administration, where employees' commitment is largely influenced by work conditions, promotion opportunities, and monetary incentives (Hong-Ngoc, 2023).

Leadership style is another critical factor in motivation and commitment. Transformational leadership, which promotes shared vision and personal growth, has been shown to enhance both motivation and commitment by aligning organizational goals with personal development (Bass, 1985; Yukl, 1999). Leadership's influence on commitment is particularly prominent in administrative settings, where employees' performance is tied to both affective and normative commitment (Syahab et al., 2022; Fitriyana et al., 2023). Studies by Safrina et al. (2023) and Syahab et al. (2022) both underscore the importance of leadership in fostering an organizational culture that nurtures motivation and commitment, with commitment acting as a moderating factor between job satisfaction and performance (Safrina et al., 2023), (Syahab et al., 2022).

Moreover, organizational culture plays a significant role in enhancing motivation and, by extension, organizational commitment. An inclusive and supportive culture can create a conducive environment for employees to thrive, promoting higher levels of job satisfaction and loyalty. Studies in the manufacturing and public sectors have

demonstrated that strong organizational cultures, combined with motivational incentives, lead to improved job satisfaction and greater organizational commitment (Kustiawan et al., 2022; Kyaw&Keerativutisest, 2023). Furthermore, Syahab et al. (2022) highlight that organizational culture not only directly influences work motivation but also plays a mediating role in how job satisfaction affects performance, demonstrating the complexity of these interrelated factors (Syahab et al., 2022).

Affective commitment, or emotional attachment to the organization, is one of the strongest predictors of employee retention and job satisfaction. When employees are emotionally invested in their work and the organization, they are more likely to remain committed over time, particularly in environments where intrinsic motivators are present (Meyer & Allen, 1991). This attachment is strengthened in organizations that prioritize personal growth, professional development, and recognition of employee contributions (Safrina et al., 2023). Public sector studies also reinforce that organizational factors, including compensation and working conditions, significantly impact both motivation and commitment in regions like Myanmar (Kyaw&Keerativutisest, 2023).

Job satisfaction, strongly linked to both motivation and commitment, is frequently regarded as a mediator in this relationship. Several studies assert that motivation leads to enhanced job satisfaction, which in turn strengthens organizational commitment (Kamery, 2004; Nelson, 1996). In the manufacturing sector, Kustiawan et al. (2022) show that the combination of positive organizational culture and intrinsic motivators significantly boosts job satisfaction, leading to greater employee commitment (Kustiawan et al., 2022).

Job Commitment and Its Impact

Job commitment is a key driver of organizational performance, employee retention, and overall job satisfaction. Commitment refers to the psychological attachment employees have to their organization, and it manifests in various forms, such as affective, continuance, and normative commitment (Allen & Meyer, 1990). The level of employee commitment directly impacts organizational outcomes, influencing productivity, citizenship behavior, and innovation. Scholarly research consistently shows that organizations benefit when their employees are highly committed, leading to better performance, reduced turnover, and stronger organizational culture.

Affective commitment, or emotional attachment to the organization, is one of the most desired forms of commitment, as it reflects an employee's willingness to stay because they want to, not

because they have to (Meyer & Allen, 1991). When employees are emotionally invested, they are more likely to go beyond their job roles and engage in organizational citizenship behavior (OCB), which benefits the organization as a whole (Podsakoff et al., 2000). OCB refers to discretionary behaviors that are not formally rewarded but contribute to the organization's effectiveness, such as helping colleagues and taking on extra tasks (Susanto et al., 2022). Studies show that job tenure, satisfaction, and organizational culture are strongly linked to OCB, with longer-tenured employees often displaying greater citizenship behaviors, particularly in sectors like healthcare (Susanto et al., 2022).

Another form of commitment, continuance commitment, involves an employee's decision to stay with an organization based on perceived costs associated with leaving (Allen & Meyer, 1990). Employees with high continuance commitment remain with the organization due to economic factors, such as job security or the lack of viable alternatives. Although this type of commitment can reduce turnover, it does not necessarily lead to higher performance or job satisfaction. However, it still plays a significant role in employee retention, particularly in regions where job opportunities are limited, or where employees feel they have invested significantly in their current positions (Nurhadian, 2023).

Normative commitment, which is based on a sense of obligation to the organization, also affects employee behavior and organizational performance. Employees with strong normative commitment feel that they ought to remain with the organization due to moral obligations or organizational loyalty (Allen & Meyer, 1990). This form of commitment is often cultivated through organizational culture, where employees feel indebted to the organization for providing them with opportunities for professional development and career growth (Safrina et al., 2023).

The impact of job commitment extends beyond employee retention, significantly influencing job satisfaction and employee performance. Research consistently shows that employees who are committed to their organizations are more satisfied with their jobs and perform better. In the public sector, for example, job satisfaction has been found to mediate the relationship between organizational commitment and job performance, highlighting the importance of both emotional and practical engagement with one's work (Rani & Rani, 2023). Similarly, in manufacturing industries, employees with strong affective and normative commitment tend to exhibit higher job satisfaction, which translates into greater productivity and efficiency (Kustiawan et al., 2022). In remote work

environments, Ali et al. (2023) found that affective commitment, when combined with intrinsic motivation and effective human resource (HR) policies, significantly boosts both job satisfaction and employee well-being (Ali et al., 2023).

Furthermore, organizational commitment has a direct link to innovation and creativity in the workplace. Highly committed employees are more likely to engage in innovative behaviors, which contribute to the organization's competitive advantage. This is especially true in knowledge-based industries where employee innovation drives company success. According to Haya and Toker (2022), employee motivation and commitment significantly influence innovation, and companies are encouraged to provide training and development opportunities to strengthen commitment, which in turn fosters innovative thinking (Haya&Toker, 2022).

In academic settings, commitment not only improves performance but also ensures that knowledge transfer is more effective. Rachman (2022) shows that motivation and organizational commitment work together to enhance employee performance, especially in environments where continuous learning and intellectual engagement are valued (Rachman, 2022). This relationship highlights the importance of fostering both affective and normative commitment, which drives performance, collaboration, and loyalty in educational and research institutions.

Key Factors Affecting Commitment: Tenure, Culture, and Personal Circumstances

Job tenure has a significant impact on organizational commitment, with longer-tenured employees often demonstrating higher levels of commitment. Research indicates that employees with greater tenure are more likely to exhibit organizational citizenship behaviors (OCB), which enhance the functioning of organizations by going beyond the formal requirements of the job (Susanto et al., 2022). Long-term employees tend to develop stronger emotional attachments to their organizations, fostering affective commitment, as they often invest significant personal and professional resources into the success of the company (Meyer & Allen, 1991). This relationship between tenure and commitment is especially evident in sectors like healthcare, where long-tenured employees have a deeper understanding of organizational culture and expectations, leading to greater loyalty and performance (Susanto et al., 2022).

Organizational culture is another key factor influencing job commitment. A positive and inclusive culture fosters intrinsic motivation, which, in turn, enhances employees' affective and

normative commitment. A study by Syahab et al. (2022) reveals that organizational culture directly influences work motivation and commitment, with culture serving as a moderator between job satisfaction and employee performance (Syahab et al., 2022). In organizations where employees feel valued, respected, and supported, they are more likely to internalize the organization's values and goals, resulting in higher levels of commitment (Safrina et al., 2023). In addition, Kyaw and Keerativutisest (2023) found that organizational culture, alongside factors such as compensation and working conditions, plays a critical role in shaping both motivation and commitment, particularly in public sector organizations (Kyaw&Keerativutisest, 2023).

The relationship between organizational culture and job commitment is also mediated by the leadership style within the organization. Transformational leadership, which emphasizes employee empowerment and professional development, creates a culture of motivation and engagement, thus strengthening employee commitment (Fitriyana et al., 2023). Similarly, Safrina et al. (2023) show that in environments where leadership prioritizes servant leadership, employees feel a greater sense of obligation, contributing to normative and affective commitment (Safrina et al., 2023).

Personal circumstances also play a significant role in determining an employee's level of commitment. Factors such as family obligations, work-life balance, and personal well-being often shape an employee's ability to commit fully to their work. Employees who feel that their personal circumstances are supported by their employer—such as through flexible working hours, mental health resources, or remote work options—are more likely to exhibit stronger organizational commitment (Ali et al., 2023). For instance, Ali et al. (2023) found that employees working remotely demonstrated higher levels of job satisfaction and affective commitment when supported by intrinsic motivation and human resource policies that considered personal well-being (Ali et al., 2023).

Cultural and regional influences further interact with personal circumstances, influencing how employees in different contexts view commitment and job satisfaction. In the context of Nigeria, for instance, studies have shown that cultural norms, such as family collective interests, significantly impact employee motivation and commitment. Igusi (2014) argues that Western models of motivation and commitment often overlook these unique cultural factors, which are central to understanding organizational behaviors in African contexts (Igusi, 2014). Hassan (2014) found that while monetary rewards were initially a strong

motivator in Nigerian banking, long-term commitment was more significantly influenced by promotion opportunities and personal growth, underscoring the importance of aligning organizational strategies with local cultural values (Hassan, 2014).

Finally, religion and socio-cultural factors further influence job commitment, particularly in contexts where personal values are deeply intertwined with work-life balance. In Nigeria, religion has been shown to motivate both political and workplace commitment, where employees often view their work as part of a larger spiritual mission (Ogbe, 2020). This illustrates the complexity of personal circumstances in shaping commitment, where factors outside the traditional organizational framework—such as religious beliefs and cultural obligations—play a critical role in influencing employee loyalty and motivation. Drawing from all these, tenure, culture, and personal circumstances collectively shape job commitment, interacting in dynamic ways that influence employee behavior, motivation, and performance across sectors and regions.

III. THEORETICAL FRAMEWORK

The theoretical framework for this study draws from several established theories to explain the relationship between motivation and organizational commitment, as well as their collective impact on employee engagement and performance. Key theories include Herzberg's Two-Factor Theory, Self-Determination Theory (SDT), Meyer and Allen's Three-Component Model of Commitment, and Social Exchange Theory (SET), which together offer a holistic understanding of these dynamics.

Herzberg's Two-Factor Theory (1959) distinguishes between intrinsic motivators, such as achievement and recognition, and extrinsic hygiene factors like salary and working conditions. Intrinsic motivators are closely linked to job satisfaction and affective commitment, as they fulfill psychological needs for competence and growth. In contrast, hygiene factors, while essential for preventing dissatisfaction, do not necessarily enhance motivation or commitment. The theory suggests that intrinsic motivators foster affective commitment by creating emotional attachment, while hygiene factors contribute to continuance commitment by emphasizing economic benefits (Herzberg, 1959).

Self-Determination Theory (Deci& Ryan, 1985) extends this understanding by focusing on intrinsic and extrinsic motivation in relation to three basic needs: autonomy, competence, and relatedness. SDT posits that when these needs are met, intrinsic motivation flourishes, leading to higher engagement and affective commitment.

Conversely, extrinsic motivation, driven by rewards or pressures, may result in continuance or normative commitment, with employees staying due to perceived obligations or costs of leaving (Deci & Ryan, 1985).

Meyer and Allen's (1991) Three-Component Model defines commitment as affective (emotional attachment), continuance (costs of leaving), and normative (sense of obligation). Each component is influenced by different motivational factors, with intrinsic motivators enhancing affective commitment, while extrinsic motivators drive continuance and normative commitment (Meyer & Allen, 1991). Social Exchange Theory (Blau, 1964) explains commitment through reciprocal exchanges, suggesting that when employees perceive fair rewards and recognition, they reciprocate with greater commitment, especially affective commitment. This reciprocal relationship highlights the importance of both intrinsic and extrinsic rewards in sustaining high levels of organizational commitment (Blau, 1964). Bring the theories together, this framework emphasizes the need for a supportive organizational culture that addresses both intrinsic and extrinsic motivational needs to enhance all forms of commitment, ultimately improving retention and performance.

IV. METHODOLOGY

The study employed a random sampling technique to select participants, ensuring that each individual within the target population had an equal chance of being included in the sample. This approach helps minimize sampling bias and enhances the representativeness of the sample. The sample consisted of employees from various departments in the university, allowing for diverse perspectives on motivation and organizational commitment. The random selection process aimed to capture a wide range of experiences and attitudes regarding the factors that influence commitment, thereby increasing the generalizability of the findings.

Survey Instrument

The survey was structured around Meyer and Allen's Three-Component Model of Organizational Commitment, which categorizes commitment into three dimensions: affective, normative, and continuance commitment. The questionnaire included items specifically designed to measure these constructs, incorporating insights from previous research to ensure the instrument's relevance and comprehensiveness. Each item was rated on a Likert scale, allowing for the quantification of respondents' attitudes and perceptions related to the different forms of organizational commitment. The questionnaire used in this study was developed based on an extensive

review of the literature on motivation and organizational commitment, incorporating widely validated scales to ensure reliability and accuracy. For example, items related to **affective commitment** assess an employee's emotional attachment to the organization, capturing the extent to which employees feel connected and involved with their workplace. This dimension of commitment is critical, as studies have shown that employees with strong affective commitment tend to exhibit higher levels of performance and organizational citizenship behavior (Meyer & Allen, 1991). Research consistently supports the reliability and validity of the **affective commitment** scale, emphasizing its utility in both academic and practical settings (Vance et al., 2020).

In addition to affective commitment, the questionnaire measured **normative commitment**, which evaluates the sense of obligation employees feel to remain with the organization. Employees with high normative commitment stay with their employers due to feelings of duty or loyalty. Validated scales, such as those used in previous studies, have proven effective in capturing this dimension, confirming its role in both employee retention and organizational performance (Nguyen et al., 2020). Research further demonstrates that normative commitment often interacts with affective and continuance commitment, influencing broader organizational outcomes like job satisfaction and turnover rates (Faisaluddin et al., 2023).

The **continuance commitment** scale was included to assess the perceived costs associated with leaving the organization. Employees with strong continuance commitment remain in their roles primarily because of the financial or personal costs of leaving, such as loss of job security or benefits. This component of commitment has been validated across numerous contexts, demonstrating its impact on retention, particularly in organizations where economic factors play a significant role in employee decision-making (García-Cruz & Valle-Cabrera, 2021). Studies affirm the predictive validity of continuance commitment, showing that it often functions in conjunction with the other two dimensions to influence overall commitment levels (Vance et al., 2020).

Additionally, the questionnaire incorporated sections addressing demographic variables such as age, tenure, and job role. These factors allow for the exploration of how personal circumstances influence levels of commitment, with evidence suggesting that demographic characteristics can significantly affect employees' commitment profiles (Owan et al., 2020). Considering these variables, the survey offers a comprehensive

approach to understanding the various factors influencing employee

V. DATA ANALYSIS AND VISUALIZATION

The data collected through the survey were analyzed using Python, a powerful programming language known for its robust data analysis and visualization capabilities. Descriptive statistics were computed to summarize the demographic characteristics and responses from the participants. Furthermore, reliability tests, such as Cronbach's alpha, were conducted to assess the internal consistency of the measurement instruments. Visualizations, including bar charts and heatmaps, were generated to present the data in an intuitive manner, helping to identify key trends and relationships between variables. Python's libraries, such as pandas, matplotlib, and seaborn, were instrumental in the data cleaning, analysis, and graphical representation of the findings.

Validity and Reliability

To ensure the validity of the instrument, the questionnaire was reviewed by subject matter experts who provided feedback on the clarity and relevance of each item. The instrument was also piloted with a small group of employees to identify any ambiguities or difficulties in understanding the questions. This pre-testing phase helped refine the questionnaire, improving its content validity. Regarding reliability, internal consistency was assessed using Cronbach's alpha for each of the commitment dimensions (affective, normative, and continuance). High reliability scores (typically above 0.70) indicate that the items within each

dimension consistently measure the same construct, supporting the reliability of the data collected.

VI. LIMITATIONS

The study recognizes certain limitations, despite its methodological strengths. The use of self-reported data introduces a potential for response bias, where participants may have given socially desirable answers. However, the adoption of a well-established survey instrument, grounded in Meyer and Allen's Three-Component Model, enhances the validity of the findings and provides a solid foundation for measuring organizational commitment accurately. The cross-sectional design limits the ability to establish causality between motivation and commitment, yet it offers a valuable snapshot of current employee attitudes, which can inform future longitudinal research to explore changes over time.

While the study's generalizability may be limited to the specific organization, the random sampling technique used increases the representativeness of the sample, making the results more applicable. Although non-response bias could pose a risk if non-participants differ systematically from those who responded, efforts to encourage broad participation and the diverse backgrounds of respondents help to reduce this effect. The survey instrument, while adapted from validated scales, could benefit from further contextual refinement to fully capture the nuances of different organizational settings. Nonetheless, the pre-testing phase and expert review contribute to the reliability and relevance of the measures, ensuring meaningful insights into the dynamics of motivation and commitment.

VII. RESULTS

Table 1: Respondents' Socio-demographic Characteristics

Demographics	Category	Frequency	Percentage
Sex	Male	137	56.8
	Female	104	43.2
	Total	241	100
Age	Less than 24 years	9	3.7
	25-34 years	113	46.9
	35-44 years	80	33.2
	45-54 years	31	12.9
	Above 55 years	8	3.3
	Total	241	100
Marital Status	Single	96	39.8
	Married	123	51.0
	Divorced	8	3.3
	Separated	5	2.1
	Widowed	9	3.7
	Total	241	100
Education	Secondary education	62	25.7
	Tertiary education	179	74.3
	Total	241	100

Religion	Christianity	215	89.2
	Islam	7	2.9
	African Religion	9	3.7
	None	8	3.3
	Others	2	0.8
	Total	241	100
Duration of Service	Less than One year	9	3.7
	1-2 years	123	51.0
	3-4 years	109	45.2
	Total	241	100.0
Category of Staff	Teaching Staff	93	38.6
	Non- Teaching Staff	148	61.4
	Total	241	100.0

Table 2: Correlation Analysis and Visualization of Motivation Factors

Correlation Matrix

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strongly Disagree	1.00	0.65	0.50	0.14
Disagree	0.65	1.00	0.89	0.06
Neutral	0.50	0.89	1.00	0.27
Agree	0.14	0.06	0.27	1.00
Strongly Agree	-0.53	-0.71	-0.83	-0.73

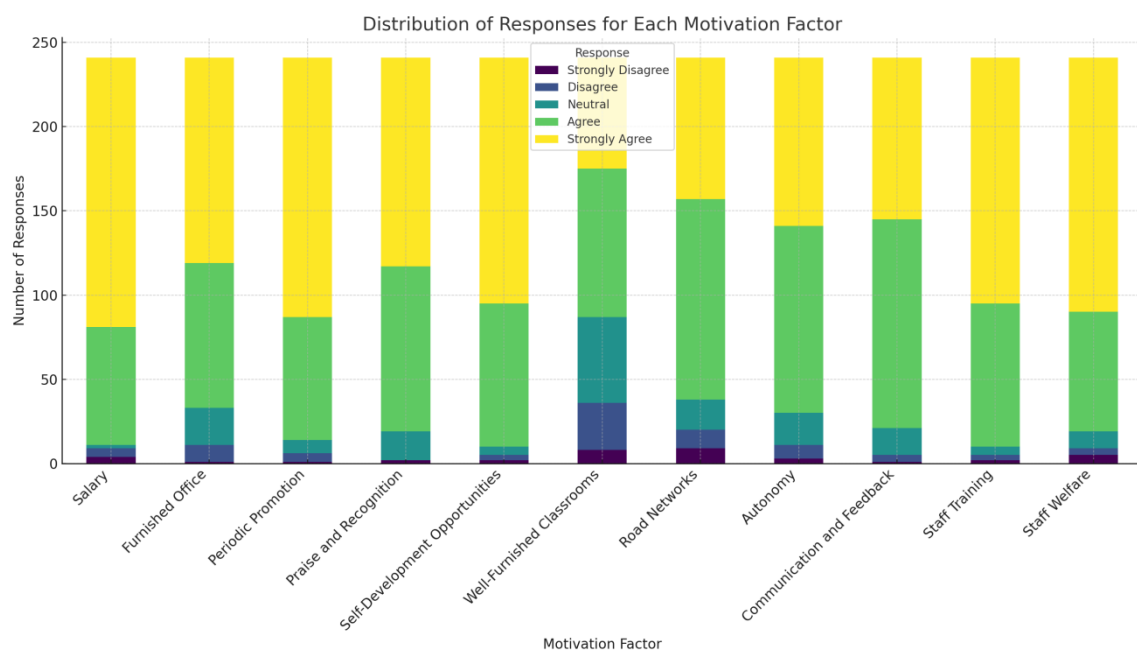


Figure 1: Bar Chart - Distribution of Responses for Each Motivation Factor

The correlation matrix was computed to analyze the relationship between the different response categories (Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree) for the motivation factors. Correlation Values: The matrix shows how responses in one category (e.g., Agree) correlate with responses in another (e.g., Strongly Agree) across the different factors. Positive correlations indicate that as responses in one category increase, responses in the correlated category also tend to increase. As observed, typically, high positive correlations between "Agree" and "Strongly Agree"

suggest that factors generally received similar levels of positive responses. Conversely, lower or negative correlations between "Disagree" and "Strongly Agree" suggest differing opinions about the factors.

The bar chart visualizes the distribution of responses (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree) for each motivation factor. Key observations are noted as follow: on salary, there is a high percentage of "Agree" and "Strongly Agree" responses, indicating it is a significant motivational factor. On Praise and

Recognition, there is a similar high agreement level, suggesting it plays a crucial role in motivating employees. However, there is a variability on Well-Furnished Classrooms, with more neutral and disagree responses, indicating that it might not be as universally important across different roles. Lastly, Autonomy and Self-Development Opportunities show high levels of positive responses, reflecting their motivational impact. These insights can be interpreted as follow: High-Consensus Factors: Salary, Praise and Recognition, Staff Training, and Self-Development Opportunities emerged as significant motivators

with the majority of responses in the "Agree" and "Strongly Agree" categories. Mixed Opinions: Some factors, like Well-Furnished Classrooms and Road Networks, had more neutral or negative responses, indicating these may not be perceived as equally motivating by all employees. The results suggest that motivational strategies should focus on factors with high levels of agreement, such as recognition and opportunities for development, while addressing areas where opinions are mixed to better cater to employee needs.

Table 3: Descriptive Statistics of Staff Motivation Scale (n = 241)

Items	SD (%)	D (%)	N(%)	A (%)	SA(%)	MS
I seldom think about salary and promotions	17.8	34.0	7.9	24.9	15.4	2.861
As long as I can do what I enjoy, I am not that concerned about exactly what I am paid	30.3	29.5	10.8	21.2	8.3	2.48
I am not that concerned about what other people think of my work	13.3	32.4	20.3	25.7	8.3	2.83
I prefer having someone set clear goals for me in my work	13.3	22.4	22.8	29.9	11.6	3.04
I am keenly aware of the income goals I have set for myself	2.1	6.2	4.6	44.4	42.7	4.19
To me, success means doing better than other people	2.5	12.4	17.0	47.7	20.3	3.70
I am keenly aware of the promotion goals I have set for myself	3.7	4.6	7.1	41.1	43.6	4.16
I am less concerned with what work I do than what I get for it	13.3	46.5	15.4	15.8	9.1	2.61
I am concerned about how other people are going to react to my ideas	2.5	24.1	18.7	42.3	12.4	3.38
I believe that there is no point in doing a good job if nobody appreciates it	3.3	35.3	24.1	25.7	11.6	3.07
I am strongly motivated by the money I can earn	2.5	9.1	3.7	43.6	41.1	4.11
I prefer working on projects with clearly specified procedures	3.7	2.5	11.2	53.1	29.5	4.02
I am strongly motivated by the recognition I can earn from other people	5.4	12.9	6.6	53.9	21.2	3.72
I have to feel that I am earning something for what I do	2.1	9.5	21.6	48.1	18.7	3.71
I want other people to find out how good I really can be at my work	3.7	0.8	11.6	57.3	26.6	4.02

Interpretation

The table above shows the percentage distribution of responses for each item in the Staff Motivation Scale, categorized into Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA). The mean score (MS) for each item was calculated based on a 5-point Likert scale, where 1 represents Strongly Disagree and 5 represents Strongly Agree. Items with mean scores

close to 5 indicate higher levels of agreement, while those closer to 1 indicate lower levels of agreement. For example, the item 'I am keenly aware of the income goals I have set for myself' has a high mean score of 4.19, showing strong agreement among the respondents regarding their awareness of personal income goals. On the other hand, the item 'I am less concerned with what work I do than what I get for it' has a relatively low mean

score of 2.61, indicating that respondents do care about the type of work they do, not just the compensation.

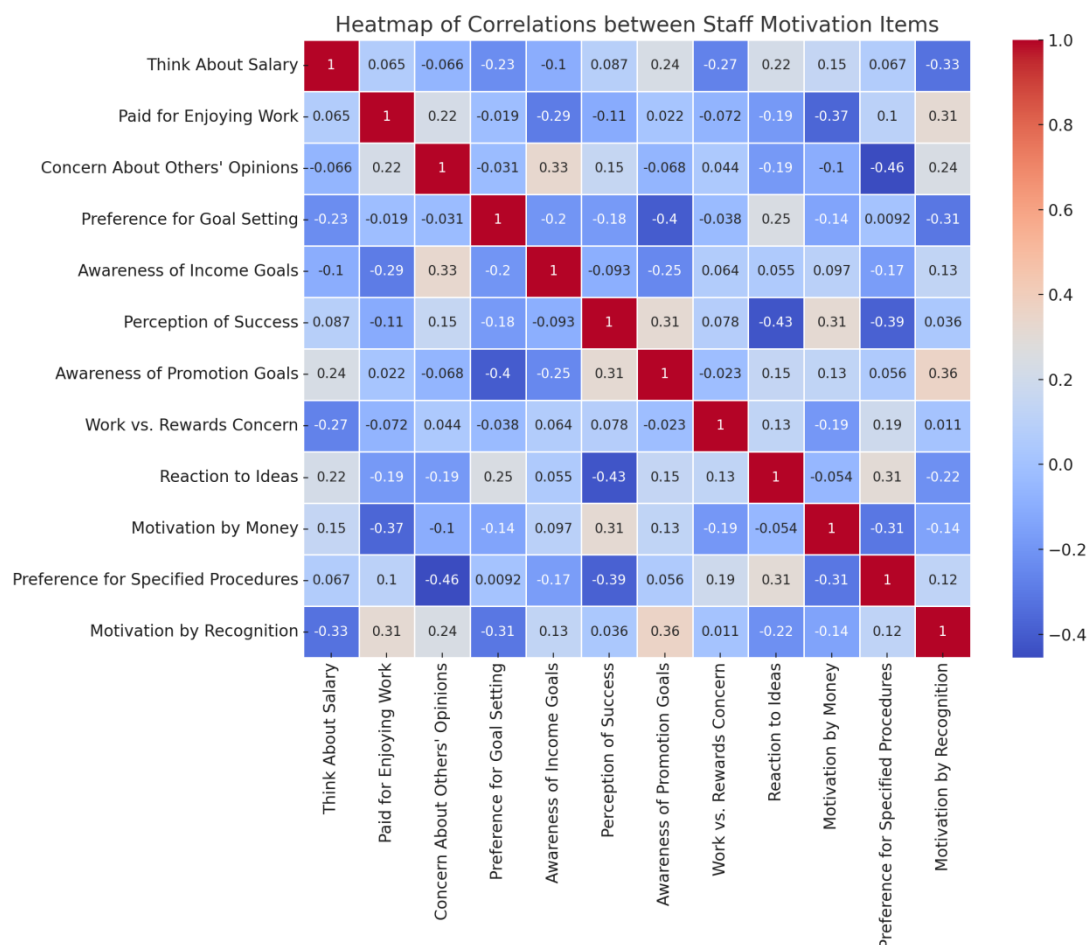


Figure 2: Heatmap - Correlations between Motivation Items

Correlation Heatmap:The heatmap shows the strength and direction of correlations between different motivation items. Positive correlations indicate that as responses to one item increase, responses to another item also tend to increase. Patterns in the heatmap can reveal clusters of items that are more closely related, indicating common motivational themes among the responses.

Organisational Commitment	SD(%)	D(%)	N(%)	A(%)	SA(%)	MS
This organisation has a great deal of personal meaning for me	0.0	5.0	10.4	55.2	29.5	4.1
I feel like "part of the family" at my organization	2.1	1.7	10.4	51.9	34.0	4.14
I feel like "emotionally attached" to this organization	2.5	4.1	12.4	54.8	26.1	3.98

Table 4: Descriptive Statistics and Analysis of Organisational Commitment Scale (n=241)

The table below shows the percentage of responses for each category (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree) and the mean score for each item, reflecting the average level of agreement towards different aspects of organisational commitment. Higher mean scores indicate stronger agreement and commitment.

I feel a strong sense of "belonging" to my organization	1.7	3.7	8.3	57.3	29.0	4.08
I really feel as if this organisation's problems are my own	4.6	17.0	22.8	40.2	15.4	3.45
I would be very happy to spend the rest of my career with this organisation	8.3	6.6	27.4	36.9	20.7	3.55
Even if it were to my advantage, I do not feel it would be right to leave my organisation now	6.6	18.3	18.7	47.7	8.7	3.34
I would feel guilty if I left my organisation now	7.9	20.3	21.2	42.7	7.9	3.22
I feel obligation to remain with my current employer	3.7	12.4	21.2	49.0	13.7	3.57
This organisation deserves my loyalty	1.7	9.1	9.1	48.1	32.0	4.0
Too much of my life would be disrupted if I decided I wanted to leave my organisation now	7.9	24.9	23.7	31.5	12.0	3.15
Right now, staying with my organisation is a matter of necessity as much as desire	6.2	14.5	11.2	46.1	22.0	3.63
It would be very hard for me to leave my organisation right now, even if I wanted to	5.0	20.7	13.3	44.4	16.6	3.47
I feel that I have too few options to consider leaving this organization	10.0	24.1	16.6	41.9	7.5	3.13

Interpretation

The highest mean score (4.14) is observed for the item 'I feel like part of the family at my organisation', indicating strong emotional attachment among employees. Items such as 'This organisation has a great deal of personal meaning for me' (Mean = 4.10) and 'I feel a strong sense of belonging to my organisation' (Mean = 4.08) also show high levels of affective commitment. Lower mean scores are observed for items like 'Too much of my life would be disrupted if I decided I wanted to leave my organisation' (Mean = 3.15) and 'I feel that I have too few options to consider leaving this organisation' (Mean = 3.13), reflecting weaker continuance commitment. Overall, the results indicate that employees have high affective and normative commitment, while continuance commitment is relatively lower.

Chi-Square Test for Independence

This section presents the results of the Chi-Square Test for Independence for the relationship between job motivation and the three types of job commitment: affective, normative, and continuance commitment. The Chi-Square Test helps determine whether there is a statistically significant association between job motivation and each type of commitment. The test is performed on the data from Tables 5, 6, and 7 of the provided dataset. The Chi-Square Test for Independence examines whether two categorical variables are independent or related. In this case, job motivation and three types of commitment (affective, normative, continuance) were cross-tabulated to check for any significant relationships. The hypotheses tested are as follows: Null Hypothesis (H0): There is no significant relationship between job motivation and the given type of commitment. Alternative Hypothesis (H1): There is a significant relationship between job motivation and the given type of

commitment. The test statistic follows a Chi-Square distribution with degrees of freedom calculated based on the contingency table

dimensions. A p-value less than 0.05 leads to the rejection of the null hypothesis, indicating a significant relationship.

Table 5: Motivation and affective commitment

Job Motivation	Affective Commitment					Total
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Strongly Agree	26 (26.3%)	31 (31.3%)	25 (25.3%)	10 (10.1%)	7 (7.1%)	99 (100.0)
Agree	19 (18.1%)	42 (40.0%)	28 (26.7%)	5 (4.8%)	11 (10.5%)	105 (100.0%)
Undecided	3 (33.3%)	4 (44.4%)	1 (11.1%)	0 (0.0%)	1 (11.1%)	9 (100.0%)
Disagree	2 (9.1%)	6 (27.3%)	12 (54.5%)	1 (4.5%)	1 (4.5%)	22 (100.0%)
Strongly Disagree	0 (0.0%)	6 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (100.0%)
Total	50 (20.7%)	89 (36.9%)	66 (27.4%)	16 (6.6%)	20 (8.3%)	241 (100.0%)

Chi-Square Statistic: 27.30

P-Value: 0.0383

Degrees of Freedom: 16

Interpretation: Since the p-value is 0.038, which is less than the significance level of 0.05, we reject

the null hypothesis. Therefore, there is a significant relationship between job motivation and affective commitment.

Table 6: Motivation and normative commitment

Job Motivation	Normative Commitment					Total
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Strongly Agree	14 (27.5%)	25 (49.0%)	8 (15.7%)	3 (5.9%)	1 (2.0%)	51 (100.0%)
Agree	34 (26.2%)	71 (54.6%)	9 (6.9%)	14 (10.8%)	2 (1.5%)	130 (100.0%)
Undecided	4 (25.0%)	9 (56.2%)	3 (18.8%)	0 (0.0%)	0 (0.0%)	16 (100.0%)
Disagree	18 (58.1%)	9 (29.0%)	2 (6.5%)	2 (6.5%)	0 (0.0%)	31 (100.0%)
Strongly Disagree	7 (53.8%)	2 (15.4%)	0 (0.0%)	3 (23.1%)	1 (7.7%)	13 (100.0%)
Total	77 (32.0%)	116 (48.1%)	22 (9.1%)	22 (9.1%)	4 (1.7%)	241 (100.0%)

Chi-Square Statistic: 32.37

P-Value: 0.0089

Degrees of Freedom: 16

Interpretation: The p-value is 0.009, which is less than 0.05, indicating a significant relationship between job motivation and normative commitment. We reject the null hypothesis.

Table 7: Motivation and continuance commitment

Job Motivation	Continuance Commitment					Total
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Strongly Agree	8 (15.7%)	9 (17.6%)	9 (17.6%)	18 (35.3%)	7 (13.7%)	51 (100.0%)
Agree	9 (6.9%)	56 (43.1%)	28 (21.5%)	26 (20.0%)	11 (8.5%)	130 (100.0%)
Undecided	4 (25.0%)	5 (31.2%)	1 (6.2%)	6 (37.5%)	0 (0.0%)	16 (100.0%)

Disagree	2 (6.5%)	5 (16.1%)	18 (58.1%)	6 (19.4%)	0 (0.0%)	31 (100.0%)
Strongly	6 (46.2%)	1 (7.7%)	1 (7.7%)	4 (30.8)	1 (7.7%)	13 (100.0%)
Disagree						
Total	29 (12.0%)	76 (31.5%)	57 (23.7%)	60 (24.9%)	19 (7.9%)	241 (100.0%)

Chi-Square Statistic: 63.30

P-Value: 0.00000014

Degrees of Freedom: 16

Interpretation: The p-value is extremely small (1.44e-07), which strongly indicates a significant relationship between job motivation and continuance commitment. We reject the null hypothesis.

Against the backdrop, it can be concluded that The Chi-Square Test for Independence demonstrates that there is a statistically significant relationship between job motivation and all three types of commitment (affective, normative, and continuance). In each case, the null hypothesis is rejected, confirming that job motivation plays a crucial role in influencing employees' commitment levels across these dimensions.

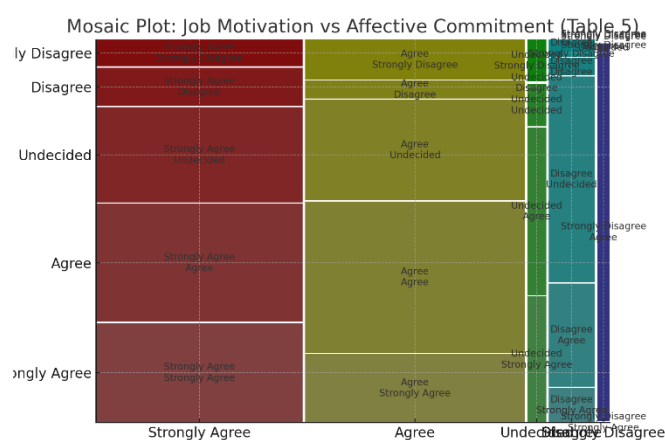


Figure 3: Mosaic Plot of Job Motivation vs Affective Commitment

In this plot, the larger blocks are concentrated where respondents agreed or strongly agreed with both high job motivation and high affective commitment. This suggests a strong positive relationship between job motivation and emotional

attachment to the organization. Respondents who are highly motivated tend to also report strong affective commitment, indicating they genuinely care about and identify with the organization.

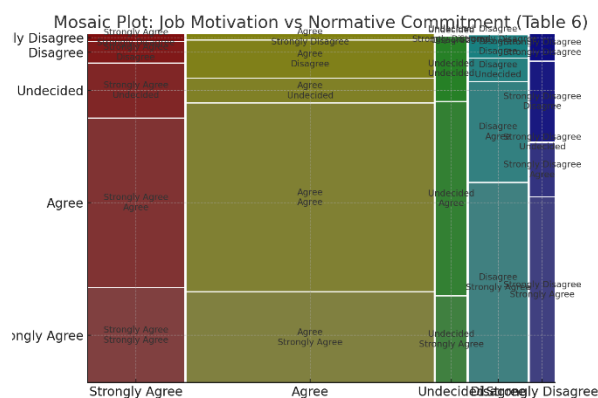


Figure 4: Mosaic Plot of Job Motivation vs Normative Commitment

The majority of respondents who strongly agree or agree with high job motivation also demonstrate high normative commitment. Normative commitment reflects feelings of obligation to remain with the organization, and the mosaic plot

shows that individuals who feel motivated tend to also feel a sense of duty or loyalty to stay. There is a moderately strong relationship between motivation and normative commitment, as seen in the predominance of larger blocks in these areas.

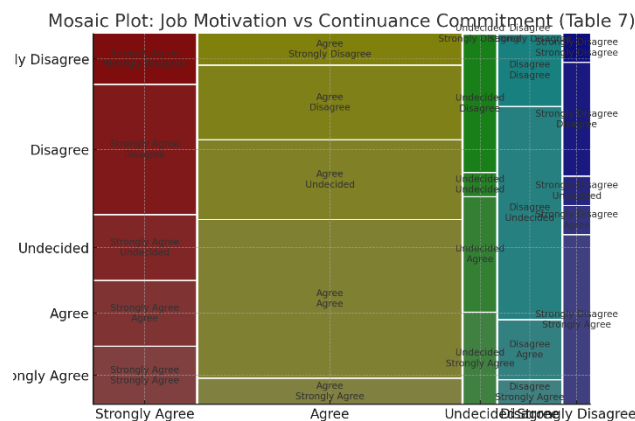


Figure 5: Mosaic Plot of Job Motivation vs Continuance Commitment

This plot is more evenly distributed, with significant blocks showing respondents who are motivated but have lower levels of continuance commitment. Continuance commitment reflects a stay because they need to, not necessarily because they want to, often due to perceived costs of leaving. The spread suggests a weaker relationship between job motivation and continuance commitment compared to the other types of commitment. Respondents may stay for reasons other than job motivation, such as economic considerations or lack of alternatives. Drawing from all, Affective Commitment is the most closely tied to high job motivation, indicating that motivated employees have a strong emotional attachment to their organization. Normative Commitment also shows a positive relationship with job motivation, where employees feel a moral obligation to stay when motivated. Continuance Commitment is less influenced by job motivation, as employees who stay due to necessity do so for reasons beyond mere motivation.

VIII. DISCUSSION

The findings of this study provide valuable insights into the dynamic interplay between intrinsic and extrinsic motivation and their impact on the three types of organizational commitment—affffective, normative, and continuance—among employees at Alex Ekwueme Federal University Ndufu-Alike (AE-FUNAI). These results align with key motivational theories, particularly Self-Determination Theory (SDT) and Meyer and Allen's Three-Component Model of Organizational Commitment, offering a comprehensive

understanding of how motivation influences employee behavior in the context of higher education (Deci & Ryan, 1985; Meyer & Allen, 1991).

The Influence of Intrinsic Motivation on Affective Commitment

The study reveals a strong correlation between intrinsic motivation and affective commitment, indicating that employees who are internally motivated by factors such as personal growth, job satisfaction, and autonomy tend to develop a deeper emotional attachment to their organization. Employees at AE-FUNAI who are motivated by the work itself and its inherent rewards demonstrate higher levels of affective commitment, meaning they remain with the organization because they want to rather than because they need to. This finding is consistent with Herzberg's Two-Factor Theory, which highlights intrinsic factors like achievement, recognition, and responsibility as key drivers of job satisfaction (Herzberg, 1959). When these intrinsic needs are met, employees are more likely to feel a strong connection to the organization, resulting in higher levels of engagement and commitment (Safrina et al., 2023; Fitriyana et al., 2023).

This form of commitment is particularly valuable because it is associated with higher levels of job performance, organizational citizenship behavior (OCB), and lower turnover rates (Meyer & Allen, 1991). Employees with strong affective commitment are more likely to go above and beyond their formal job responsibilities, contributing positively to the overall organizational

climate (Podsakoff et al., 2000). These results underscore the importance of fostering a work environment that promotes intrinsic motivation through opportunities for professional development, meaningful work, and recognition. Universities, like AE-FUNAI, should prioritize strategies that enhance affective commitment, as it leads to long-term retention and engagement, which are critical for the success of academic institutions (Susanto et al., 2022).

The Role of Extrinsic Motivation in Continuance Commitment

The relationship between extrinsic motivation and continuance commitment is equally significant. Employees who are motivated by external factors—such as salary, job security, and career advancement—are more likely to exhibit continuance commitment, where they remain with the organization due to the perceived costs of leaving. This finding aligns with Meyer and Allen's (1991) Three-Component Model, which suggests that continuance commitment arises from economic considerations and a lack of viable alternatives. Employees at AE-FUNAI who stay with the institution due to financial incentives or limited job opportunities are demonstrating continuance commitment, meaning their loyalty is driven by necessity rather than emotional attachment (Hong-Ngoc, 2023; Nurhadian, 2023). Although continuance commitment helps reduce turnover, it does not necessarily lead to enhanced performance or job satisfaction. Employees with high continuance commitment may feel trapped in their roles, leading to lower levels of engagement and productivity. This highlights the potential limitations of relying solely on extrinsic motivators to retain staff. While financial rewards and career advancement are important, they should be balanced with intrinsic motivators to cultivate a more engaged and committed workforce. Universities, especially in challenging economic environments like Nigeria, must consider this balance to avoid creating a workforce that is disengaged but economically bound to the institution (Igusi, 2014; Ogbe, 2020).

Normative Commitment and the Role of Organizational Culture

The study also highlights the significant role of both intrinsic and extrinsic motivators in shaping normative commitment. Employees with high normative commitment feel a moral obligation to remain with their organization, often due to loyalty or gratitude for opportunities provided by the institution. This form of commitment is deeply influenced by organizational culture and

leadership. Employees at AE-FUNAI who reported high normative commitment were often those who felt that the organization's values aligned with their own or who had received support, recognition, or development opportunities from the institution (Safrina et al., 2023).

Transformational leadership plays a crucial role in enhancing normative commitment. Leaders who empower employees, articulate a shared vision, and invest in personal development foster a culture of loyalty and moral responsibility (Bass, 1985; Yukl, 1999). This leadership style aligns organizational goals with personal aspirations, thereby increasing both intrinsic motivation and normative commitment. In contrast, transactional leadership, which focuses on rewards and penalties, may drive extrinsic motivation but does not effectively foster normative commitment or long-term loyalty (Nurhadian, 2023). The findings underscore the need for a supportive organizational culture that nurtures employees' sense of duty and loyalty. When employees feel valued and supported, they are more likely to remain committed out of a sense of obligation rather than financial necessity. This form of commitment is particularly important in academic institutions, where long-term employee retention and loyalty are crucial for sustaining a stable and experienced workforce (Syahab et al., 2022).

Cultural Context in the Nigerian Higher Education Sector

Cultural factors also emerged as significant in shaping both motivation and commitment at AE-FUNAI. The results of the study align with research suggesting that cultural values, such as collectivism and socio-religious beliefs, play an important role in how employees perceive motivation and commitment in African contexts (Igusi, 2014; Ogbe, 2020). Employees in Nigeria often approach their work with a sense of collective responsibility, viewing their roles as part of a larger social and family obligation. This cultural perspective suggests that Western models of motivation may not fully capture the complexities of employee engagement in African institutions, where loyalty and moral obligation may outweigh purely economic incentives. Therefore, motivational strategies in Nigerian higher education must be adapted to reflect these cultural dynamics, balancing both intrinsic and extrinsic motivators with an understanding of the socio-cultural context. For instance, initiatives that promote social recognition, community involvement, and spiritual alignment can enhance both normative and affective commitment among employees.

Against the backdrop, this study emphasizes the intricate relationship between intrinsic and extrinsic motivation and the three forms of organizational commitment. While intrinsic motivation is strongly linked to affective commitment and employee engagement, extrinsic motivation primarily drives continuance commitment. Normative commitment is influenced by both forms of motivation and is significantly shaped by organizational culture and leadership. For institutions like AE-FUNAI, balancing these motivational strategies is key to fostering a loyal, engaged, and high-performing workforce.

IX. CONCLUSION

This study provides valuable insights into the intricate relationship between motivation and organizational commitment among employees at Alex Ekwueme Federal University Ndufu-Alike (AE-FUNAI). It highlights the critical importance of balancing intrinsic and extrinsic motivators to cultivate a committed and engaged workforce. Intrinsic motivation—driven by personal satisfaction, job autonomy, and emotional attachment—was found to significantly enhance affective commitment, leading to higher employee engagement and a stronger emotional bond with the organization. This form of commitment is particularly vital in educational institutions, where employee engagement directly impacts institutional success and knowledge transfer.

On the other hand, extrinsic motivation, such as salary, job security, and career advancement, was shown to have a stronger influence on continuance commitment, where employees remain with the organization due to the perceived financial or personal costs of leaving. While this form of commitment may help retain staff, it does not necessarily promote higher performance or job satisfaction, underscoring the importance of a more balanced motivational strategy. The study also found that normative commitment—driven by a sense of loyalty and obligation—is fostered by both intrinsic and extrinsic factors, with leadership and organizational culture playing key roles. Employees who feel valued and supported by their organization, especially through transformational leadership and a positive work environment, are more likely to exhibit long-term loyalty. Finally, a comprehensive motivational approach that addresses both the emotional and practical needs of employees is essential for fostering a loyal and high-performing workforce in higher education. Universities must focus not only on economic incentives but also on creating a supportive environment that promotes personal growth, job satisfaction, and a sense of belonging.

General Limitations

While this study offers significant contributions, it has some limitations. The self-reported data used in the study, though grounded in a well-validated instrument, may be prone to response biases, such as social desirability bias. However, this limitation is balanced by the extensive use of Meyer and Allen's Three-Component Model, which has been widely validated in organizational research. The cross-sectional design provides a valuable snapshot of employee attitudes and motivation, though it restricts the ability to draw causal conclusions about the long-term effects of motivation on commitment. Despite this, the study's rigorous random sampling method ensures that the findings are representative of the broader employee population at AE-FUNAI, enhancing the generalizability of the results within similar institutional contexts. Furthermore, by focusing on a single institution, the research offers in-depth insights into the specific dynamics at AE-FUNAI, though its applicability to other higher education institutions, particularly those outside of Nigeria, may be somewhat limited.

Suggestions for Further Studies

To build on the findings of this study, longitudinal research would be beneficial to track how changes in employee motivation influence organizational commitment over time. This approach could provide more robust evidence of causal relationships and help institutions develop more effective long-term strategies for enhancing employee engagement and retention. Additionally, future studies could expand the research scope by including multiple institutions across different regions and sectors to compare how varying cultural and organizational contexts influence the relationship between motivation and commitment. Moreover, the integration of personality factors into future research could shed light on how individual differences influence the effectiveness of motivational strategies. For instance, examining how traits like conscientiousness, openness to experience, or need for achievement interact with motivational factors could provide deeper insights into tailoring strategies to different employee profiles. Lastly, qualitative approaches, such as interviews or focus groups, could complement quantitative findings by capturing the nuanced experiences of employees, offering a richer understanding of their motivations and commitment levels. This multi-method approach would allow for a more holistic understanding of the complex factors that drive employee loyalty and performance in academic institutions.

REFERERNCES

- [1]. Adigun, I. O. (1995). Effects of domestic multiculturalism on job attitudes in Nigeria: A research note. *International Journal of Human Resource Management*, 6(4), 910-929. <https://doi.org/10.1080/09585199500000053>
- [2]. Agha, E. O. &Modo, I. V. O. (2018). Impact Analysis of Job Involvement of Employees in the Work Environment: Approaches and Dimensions. *Journal of Sociology, Psychology and Anthropology in Practice*, 9(1), 47-64.
- [3]. Akpan, A. P., &Inyang, A. B. (2022). Academic Staff Cultural Intelligence and Job Performance in Nigerian Universities. *The International Journal of Management Science and Business Administration*. 8(3), 7-14. <https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.83.1001>
- [4]. Ali, A. D., Narine, L., Hill, P., & Bria, D. C. (2023). *International Journal of Environmental Research and Public Health*, 20(9), 5736. <https://doi.org/10.3390/ijerph20095736>
- [5]. Allen, J. N. & Meyer, P. J. (1990). The measurement and antecedents of affective continuance and normative commitment to the organisation. *Journal of Occupational Psychology*, 63, 1-18.
- [6]. Aluko, M. (2004). Socio-cultural dimensions of motivation and management in Nigeria. *African Journal of Public Administration and Management*, 15(1), 73-80.
- [7]. Amabile, T. M., Hill, K. G., Hennessey, B. A. & Tighe, E. M. (1994). The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, 66(5), 950-967.
- [8]. Armstrong, M. (2006). *Motivation. A Handbook of Human Resource Management Practice*. London: Kogan Page Limited.
- [9]. Blau, P. (1986). *Exchange and Power in Social Life* (2nd ed.). Routledge. <https://doi.org/10.4324/9780203792643>
- [10]. BYTYQI, Q. (2020). The Impact of Motivation on Organizational Commitment: An Empirical Study with Kosovar Employees. *Prizren Social Science Journal*, 4(3), 24–32. <https://doi.org/10.32936/pssj.v4i3.187>
- [11]. Cheremisova, I., Suvorova, O., & Sorokoumova, S. (2020). Employee motivational structure as a factor of organizational commitment. *E3S Web of Conferences*. <https://doi.org/10.1051/e3sconf/202021018080>
- [12]. Chukwuneke, F. N., Ezeonu, C. T., Onyire, B., & Ezeonu, P. O. (2012). Culture and biomedical care in Africa: Culture and biomedical care in Africa: the influence of culture on biomedical care in a traditional African society, Nigeria, West Africa. *Nigerian Journal of Medicine*, 21(3), 331-333.
- [13]. Daulay, M., Raja, P., & Gultom, P. (2020). The Effect of Leadership as Moderating Variable for the Influence of Work Satisfaction and Achievement Motivation on Employee Commitments. *Junior Scientific Researcher*, 6, 107-118.
- [14]. Deci, E. L. (1975). *Intrinsic motivation*. New York: Plenum Press.
- [15]. Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer. <https://doi.org/10.1007/978-1-4899-2271-7>
- [16]. Eze, N. (1985). Sources of Motivation among Nigerian Managers. *Journal of Social Psychology*, 125(3), 341-345. <https://doi.org/10.1080/00224545.1985.9922896>
- [17]. Faisaluddin, F., Fitriana, E., Nugraha, Y., & Hinduan, Z. (2023). Adaptation and validation of Indonesian version of the commitment to change scale. *Psychology Research and Behavior Management*, 16, 251-259. <https://doi.org/10.2147/PRBM.S391379>
- [18]. Fitriyana, A., Prahiawan, W., & Kambara, R. (2023). The Influence of Organizational Culture and Intrinsic Motivation on Employee Performance Through Organizational Commitment as an Intervening Variable. *Management Science Research Journal*, 2(1), 46–63. <https://doi.org/10.56548/msr.v2i1.42>
- [19]. Garba, D. (2023). Nigeria's Contribution to Africa's Regional Integration: Assessment of its recent Performance. *African Journal of Politics and Administrative Studies*. 16(2), 357-382 <https://doi.org/10.4314/ajpas.v16i2.19>
- [20]. García-Cruz, J., & Valle-Cabrera, R. (2021). The employer's commitment: Conceptualization, development, and validation of a scale. *BRQ Business Research Quarterly*. 27(3) 286–

- 300.<https://doi.org/10.1177/23409444211020759>
- [21]. Hassan, O. M. (2014). The Relationship Between Motivational Culture and Productivity in Nigerian Banking. *American Journal of Business and Management*, 3(3), 95-108. <https://doi.org/10.11634/216796061706547>
- [22]. Haya, A. M., &Toker, A. (2022). Importance of Employee Motivation and Commitment on Innovative Behaviors. *Eurasian Journal of Management & Social Sciences*, 3(1), 70-88. <https://doi.org/10.23918/ejmss.V3i1p70>
- [23]. Herzberg, F. (1959). The motivation to work. John Wiley & Sons.
- [24]. Hong-Ngoc, T. (2023). A quantitative study on a relationship between job motivators and organizational commitment. *International Journal of Learning and Development*, 13(1), 26. <https://doi.org/10.5296/ijld.v13i1.20724>
- [25]. Igusi, O. (2014). Cultural Values and Motivation in Nigeria Work Settings. In Ü. Hacıoğlu& H. Dinçer (Eds.), *Globalization and Governance in the International Political Economy* (pp. 231-249). IGI Global. <https://doi.org/10.4018/978-1-4666-4639-1.ch018>
- [26]. Ihejiamaizu, G. C., &Inyang, J. J. (2022). Women in Nigeria: Examining the Motivations for Engaging in Social Entrepreneurship. *Journal of Women's Entrepreneurship and Education*, 3-4, 126-148. <https://doi.org/10.28934/jwee22.34.pp126-148>
- [27]. Iwu, C., Ezeuduji, I., Iwu, I. C., Ikebuaku, K., &Tengeh, R. (2017). Job motivation and management implications: A case of teachers in Nigeria. *Problems and Perspectives in Management*, 15(2-1), 277-287. [https://doi.org/10.21511/ppm.15\(2-1\).2017.11](https://doi.org/10.21511/ppm.15(2-1).2017.11)
- [28]. Kamery, R. H. (2004). Motivational Techniques for Positive Reinforcement: A Review. *Allied Academies International Conference*, 8(2), 91-96.
- [29]. Kaunda, M., &Yangailo, T. (2023). Motivation on Employee Performance through Top Leadership Commitment. *International Journal of Management, Knowledge and Learning*. 12, 143–162. <https://doi.org/10.53615/2232-5697.12.143-162>
- [30]. Kustiawan, U., Marpaung, P., Lestari, U. D., &Andiyana, E. (2022). The effect of affective organizational commitment, job satisfaction, and employee engagement on job happiness and job performance in a manufacturing company in Indonesia. *WSEAS Transactions on Business and Economics*, 19(52), 608-620. <https://doi.org/10.37394/23207.2022.19.52>
- [31]. Kyaw, H. A., &Keerativutisest, V. (2023). 2023 15th International Conference on Information Technology and Electrical Engineering (ICITEE), 1-6. <https://doi.org/10.1109/ICITEE59582.2023.10317761>
- [32]. Meyer, J. P. & Allen, N. J (1991). A three-component conceptualization of organisational commitment: Some methodological considerations. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- [33]. Nelson, B. (1996). Dump the cash, load on the praise. *Personnel Journal*, 75(7), 65.
- [34]. Nguyen, H. N., Le, Q., Tran, Q., Tran, T. H. M., Nguyen, T., & Nguyen, T. Q. A. (2020). The Impact of Organizational Commitment on Employee Motivation: A Study in Vietnamese Enterprises. *Journal of Asian Finance, Economics and Business*, 7(6), 439-447. <https://doi.org/10.13106/jafeb.2020.vol7.no6.439>
- [35]. Nurhadian, A. F. (2023). Mediating effect of Commitment Continuance on Achievement Motivation and Task Performance. *Jurnal Computech&Amp; Bisnis (e-Journal)*, 17(1), 20–31. <https://doi.org/10.56447/jcb.v17i1.28>
- [36]. Ogunnubi, O., & Aja, U. A. (2022). Citizen Diplomacy in Nigeria-South Africa Relation: Confronting the Paradox of Xenophobia. *Journal of Ethnic and Cultural Studies*, 9(3), 133–151. <https://doi.org/10.29333/ejecs/1018>
- [37]. Ojo, E. M., Olufunmilayo, A., &Adeyinka, A. R. (2022). Influence of Organizational Climate Culture and Personnels' Behaviours towards Achieving Goals Target: A Case of Entrepreneurial Training Program in South-South, Nigeria. *International Journal of Multidisciplinary Research and Growth Evaluation*. 3(3): 67-73. <https://doi.org/10.54660/anfo.2022.3.3.6>
-

- [38]. Owan, V. J., Bassey, B., Mbon, U., Okon, A., Egbula, E. O., Ekaette, S. O., & Ojong, C. O. (2020). Validation of an instrument and measurement of employee work-life policies, psychological empowerment, and job commitment of academic staff in universities. *Mediterranean Journal of Social Sciences*, 11(2), 86. <https://doi.org/10.36941/mjss-2020-0022>
- [39]. Rachman, M. M. (2022). The Impact of Motivation on Performance: The Role of Organizational Commitment. *Journal of Theoretical and Applied Management (Jurnal Manajemen Teori Dan Terapan)*, 15(3), 376–393. <https://doi.org/10.20473/jmtt.v15i3.37848>
- [40]. Ramadhan, N., Hasugian, D., Yuniarti, A., Sihombing, Y. M., & Prasetya, M. G. (2020). The Influence of Motivation and Job Satisfaction on Organizational Commitment in CV. Srikandi. *Solid State Technology*, 63, 3801-3809.
- [41]. Rani, S., & Rani, N. (2023). Examining the mediating role of job satisfaction in the relationship between workplace spirituality and organizational commitment: A study of Indian MSMEs. *Prayukti - Journal of Management Applications*, 3(2), 84-95. <http://doi.org/10.52814/PJMA.2023.3204>
- [42]. Ryan, R. M. & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development and well-being. *American Psychologist*, 55, 68-78.
- [43]. Safrina, E., Malahayatie, M., Mukhtasar, & Sulaiman. (2023). The effect of leadership style, communication, and organizational commitment on employee performance at the Regional Secretariat of North Aceh Regency with work motivation as an intervening variable. *International Journal of Research and Review*, 10(3), 108-118. <https://doi.org/10.52403/ijrr.20230313>
- [44]. Senaji, T., Metwally, E., Sejjaaka, S., Puplampu, B., Michaud, J., & Adedoyin-Rasaq, H. (2014). Leadership effectiveness, motivation, and culture in Africa. *Canadian Journal of Administrative Sciences*, 31(3), 228-244. <https://doi.org/10.1002/CJAS.1298>
- [45]. Shepkong, B., Ogbe, A. (2020). Religious Motivation, Political Involvement, and Cultural Pluralism: The Nigerian Experience. *SSRN Electronic Journal*. 1-18. <https://doi.org/10.2139/ssrn.3657674>
- [46]. Sibarani, E., Sadalia, I., & Nazaruddin, N. (2023). The effect of employee engagement and training on employee performance through organizational commitment. *International Journal on Social Science, Economics and Art*, 12(4), 178–188. <https://doi.org/10.35335/ijosea.v12i4.188>
- [47]. Susanto, A., Arifiyanto, A., Damayanti, N., Taniyasi, N., & Setianto, B. (2022). Medical Technology and Public Health Journal. 6 (1), 1-9, <https://doi.org/10.33086/mtphj.v6i1.3170>
- [48]. Syahab, M. A., Edward, Y. R., Faris, S., & Sutanto, A. T. (2022). The effect of organizational culture, motivation, and communication on employee job satisfaction with organizational commitment as a moderating variable at PT Fan Solusindo Bersama. *International Journal of Science, Technology & Management*, 3(2), 403–408. <https://doi.org/10.46729/ijstm.v3i2.485>
- [49]. Ulabor, E. A. (2014). Cultural Environmental Influence on Employees' Perception of Motivation in Nigerian Polytechnic Education Sector. *International Journal of Research in Business and Technology*, 4(2), 385-394. <https://doi.org/10.17722/ijrbt.v4i2.231>
- [50]. Vance, R., Jaros, S. J., Becker, T. E., & McKay, A. S. (2020). Alternative measures of employee commitment: Assessment of predictive validity for performance and turnover. *Human Performance*, 33(2), 164-190. <https://doi.org/10.1080/08959285.2020.1759071>
- [51]. Wirama, I. K. Y., Yasa, P. N. S., & Putra, I. B. U. (2022). The role of organizational commitment as a mediation of the influence of work motivation and job satisfaction on employee performance. *International Journal of Economics, Business and Management Research*, 6(12), 177-193. <https://doi.org/10.51505/IJEBMR.2022.61214>
- [52]. Wong, S. V. & Tsang, N. (1999). The impact of demographic factors on Hong Kong hotel's employees' choice of job-related motivators. *Int. J. Contemp. Hosp. Manage.*, 11: 230-241.
-